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COMMUNITY EMPLOYMENT STRATEGY/

EMPLOYMENT DEVELOPMENT COUNCIL

MANAGEMENT COMMITTEE

FINAL REPORT

HAMILTON-WENTWORTH EMPLOYMENT DEVELOPMENT COUNCIL

To all CDS Participants

Greetings:

Final Report

Attached is a copy of the Final Report.

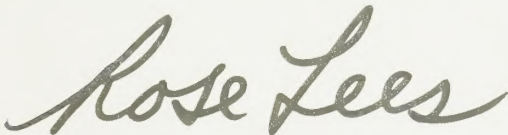
The Financial Statement has now been audited and the accounts are closed.

The last page of the Report is attached.

Payments were made in accordance with motions passed by the CDS Committee.

It was indeed a pleasure working with you and I will take this opportunity to wish you and your families Best Wishes for the Festive Season.

Yours very truly,


A handwritten signature in cursive script that reads "Rose Lees". The signature is written in dark ink and is positioned below the typed name.

R. Lees
Chairman

RL:mj
Encl.

HAMILTON-WENTWORTH
COMMUNITY EMPLOYMENT STRATEGY/
EMPLOYMENT DEVELOPMENT COUNCIL
MANAGEMENT COMMITTEE
FINAL REPORT

March 31, 1981



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FINAL REPORT

HAMILTON-WENTWORTH

COMMUNITY EMPLOYMENT STRATEGY/EMPLOYMENT DEVELOPMENT COUNCIL

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Community Employment Strategy/Employment Development Council Management Committee Membership as of May, 1980

<u>Chairperson</u>	<u>Field Represented</u>	<u>Term of Office</u>
C. D. McCallum, Q.C.	Professional	September 1976 to March 31, 1979
H. L. Shepherd	Business	April 1, 1979 to February 29, 1980
R. Lees	Labour	March 1, 1980 to present
<u>Committee Members</u>		
W. M. Carson	Senior Servicer Regional Social Services	September, 1976 to present
M. Cornell	Servicer	September, 1976 to present
G. Empey	Senior Servicer Canada Employment Centre	September, 1976 to December, 1979
M. Brown	Senior Servicer Canada Employment Centre	January, 1980 to present
W. Davis	Labour	March 1, 1980 to present
A. Greathead	Consumer	February, 1979 to present
J. Morris	Servicer	September, 1976 to present
A. Strang	Senior Servicer Ministry Community and Social Services	September, 1976 to present

Note: The three chairpersons were members of the Management Committee

Sub-Committee Liaison Representatives

R. Arnold	Family Benefits Assistance	April, 1979 to present
P. Steckenreiter	Kirkendall Development Corporation	December, 1978 to present
G. McTavish	Systems Communication Council	April, 1979 to present

Role of the Management Committee Since April 1, 1979

Since April 1979 the Community Employment Strategy/Employment Development Council (C.E.S./E.D.C.) Management Committee objective was to be the interagency coordinator-catalyst and communication centre enabling C.E.S./E.D.C. initiated projects to relate positively to other appropriate community agencies in support of the original objectives of the Community Employment Strategy Program.

1. To facilitate the entry of people, who are usually dependent for all or most of their income on income support programs, into productive employment, to the social and economic advantage of both the individual and the community; and
2. To ensure the maximum efficiency in the use of government employment-related programs primarily for the target group.

The Management Committee has devoted its efforts since April 1979 to providing guidance, assistance and service to the C.E.S./E.D.C. projects listed below in order for them to develop plans for independent operation

Family Benefits Assistance Project
Kirkendall Development Corporation
Social Assistance Resource Service
Systems Communication Council
Youth Task Force

Family Benefits Assistance Project (FBA Committee)

Since April 1979, the Family Benefits Assistance Project Committee has primarily focussed on the possibilities for job creation. Although in the early months of this period, the committee assisted in finding money for SOARS (Social Assistance Resource Service) this service now functions quite independently. The committee has discussed the services available to help women in receipt of social assistance to define their goals, upgrade their skills, etc. and has concluded that while improvements in detail are always possible, the basic necessary services are in place. Thus, the FBA Committee has devoted most of its attention to the needs of women who cannot readily enter the regular labour force.

Several approaches have been taken:

A i) a telephone survey of fifty-one firms, to see whether there were possibilities for obtaining sub-contracts on a cottage industry basis;

B i) a collection of data on the job qualifications of FBA mothers who indicated an interest in employment or retraining to one of the services that assist with these matters;

C i) an attempt to organize a group to supply a new restaurant with baked goods;

D i) an attempt to establish the feasibility of two enterprises--a used children's clothing shop, and a small shoe manufacturing firm--which would provide low cost, high quality goods as well as jobs suitable for FBA mothers.

A ii) The Telephone Survey was carried out on behalf of the committee by the McMaster University Small Business Advisory Group. Their final report indicated that, while the opportunity to sub-contract on a cottage industry basis did exist, only one specific opportunity had emerged from their contacts--although the firms were in industries known to do a good deal of sub-contracting. The one possibility which emerged was a small letter shop. After contacting a number of firms which it was felt might be possible users of such a service, the FBA committee decided not to pursue the possibility further.

Family Benefits Assistance Project continued

B ii) Date on the Job Qualifications of 81 women who were interested in employment were obtained from Focus-for-Change, SOARS, and counsellors at Regional Social Services and at Community and Social Services. The data were reviewed to see whether there were specific pools of talent which ought to be brought to the attention of potential employers, or which might be the bases for new enterprises.

The skills which were found when combined with preferences for part or full time work and combined with preferences for work in the home or out of the home were too few in number to suggest that any steps be taken.

C ii) The effort to organize a baking group stemmed from the knowledge that many women on Family Benefits can do this work very well, and from the belief that an organized group could provide the goods a restaurant was looking for at no more than the costs of a commercial bakery. Difficulties in locating suitable kitchen facilities and women who were interested led to abandonment of the idea.

D ii) Working on the principle that, if the FBA committee were to create jobs, it ought, at the same time, to try to meet some of the economic needs of low income people, the committee came by a process of elimination, to focus on the need for good, low-cost clothing. Two possibilities were to set up a used children's clothing shop in the east end of Hamilton and to set up a small shoe manufacturing firm. The background work on the used children's clothing shop has been completed and the idea continues to be promising. However, a minimum of \$10,000-12,000 in cash or lines of credit will be needed to set up the firm. Since any loans would have to be taken at the most moderate rates possible, the committee has contacted the Bread and Roses Credit Union which makes loans to socially valuable enterprises at well below the usual market rates. While there is a possibility of a loan from that source, the business would still have to find \$7,000-\$9,000 from other sources.

Family Benefits Assistance Project continued

The Shoe Manufacturing operation would require much greater funding, which to the FBA committee's knowledge, could only be obtained through LEAP (Local Employment Assistance Program). To obtain funding from LEAP, a thorough feasibility study would have to be carried out. While LEAP does provide money for such developmental work, the committee has been advised that it would be impossible for LEAP to fund such a study at this point. If some projects now in the works do not come to fruition, or costs on existing projects are lower than expected, some money may become available.

If funding does become available, the committee believes a detailed review of the profitability for the firm would be highly desirable. The Committee has checked as many of the obvious issues as possible. But such questions as the openness of the market for the shoes to be produced need to be examined, and cannot be properly examined within the FBA committee's resources.

Kirkendall Development Corporation (KDC)

The Kirkendall Development Corporation was established in January 1979 as a non-profit corporation. Its purpose was to develop job creation--profit making enterprises utilizing local business and community expertise. Profits realized from these ventures were to be used by KDC to support and fund social and recreational programs located in the Kirkendall neighbourhood of Hamilton-Wentworth.

The Corporation was modelled after the community development corporation concept. Such a corporation is organized and controlled by local residents to develop the economy of their own community. In the Kirkendall community, a Board of Directors was formed by selecting a cross-section of community residents with a variety of skills and experience. The original plan was to establish a successfully operating business which could demonstrate to the community what could be accomplished by a neighbourhood. Once this had taken place, membership could be sold and community involvement encouraged. The first venture undertaken, in May 1979, was the Clean Machine--a general cleaning, yard maintenance service. This was coordinated by an employee financed by the Student Community Service Program administered by Secretary of State. The Clean Machine was moderately successful in employing a number of individuals on a part-time basis. The operation was forced to cease offering cleaning services at the end of the summer with the loss of the coordinator.

During the summer of 1979, KDC also attempted to offer a house painting service. The Manager was obtained and financed through the Workmen's Compensation Board Vocational Rehabilitation program. Unfortunately, the individual found alternative employment after a few weeks. Several painting jobs were completed but the service could not be continued without an experience staff person.

In addition to the two projects mentioned, KDC market-tested the Crepe Escape during the month of August 1979 at the Festival of Friends--a three day music event held in a City park. This

Kirkendall Development Corporation (KDC) continued venture into the fast food market selling beverages and dessert crepes was operated by volunteers and proved to be financially successful.

It was decided that the Central Farmer's Market in Hamilton was an ideal spot to locate the Crepe Escape because it was open three days a week and attracted large crowds. A full-time Manager was hired in November 1979 to coordinate the activities. Financial assistance was received from the Hamilton-Wentworth Employment Development Council, Youth Job Corps, Secretary of State and businesses located in the Hamilton-Wentworth region. Under considerable restriction, Crepe Escape began operating in the Central Farmer's Market two days a week commencing January 1980. Health Department regulations required precooked and prepackaged goods to be sold at the Market. The crepes had to be reheated in a microwave oven. As a result, the crepes were not crisp and the visual attraction was lost. The Central Farmer's Market management system would not allow Crepe Escape to locate there on Saturdays during the first months of operation. Crepe Escape could not be guaranteed a regular stall on the other market days. Combining these factors with problems in advertising, packaging, etc. and the lack of major capital to allow for relocation at permanent premises outside of the market has made it very difficult to achieve a breakeven much less a profit-making position. It is believed the product and concept is viable. In summary, the utilization of local expertise appears to be a productive way to involve individuals, especially business people in a form of social action with which they can readily identify. The community development corporation model also has potential which needs to be given the opportunity to prove itself. Those involved in the Kirkendall Development Corporation will continue to explore ways and means of implementing this model, to allow for some community involvement in providing employment and ultimately generate some of its own funds for social and recreational programs.

Social Assistance Resource Service (SOARS)

The Social Assistance Resource Service was initiated in an attempt to resolve communication problems between agency staff and recipients of agency services. The Service bridges communication gaps between agencies and the people they serve, thereby reducing misunderstanding and frustration.

Introduction:

The Social Assistance Resource Service provides information needed by mothers on social assistance--information on matters such as educational upgrading, part-time employment, day care, and public assistance regulations. The Service's objective is to overcome the difficulties mothers often have in obtaining information on these matters.

The staff of single parents were trained by the agencies on whose service they will be providing information. To minimize overhead costs, staff are located in existing community agencies.

Aims

1. To provide a setting in which sole support mothers can be mutually supportive in the attainment of their personal, educational and career goals.
2. To assist sole support mothers in the investigation of educational upgrading and job retraining by outlining alternatives and options available to recipients.
3. To provide advice and guidance to sole support mothers in dealing with governmental authorities or institutions in the pursuit of their personal objectives.
4. To act in a supportive role to the income maintenance systems by disseminating relevant systems information to the recipients of these services.
5. To provide work experience for persons on income support systems by staffing the service with persons who are presently on income maintenance.
6. To act as a referring agency to appropriate government and community services.
7. To organize self-help groups in response to requests from single mothers for in-depth information sessions.

Social Assistance Resource Service (SOARS) continued

Activities

A Board of Directors, made up of government and community agency representatives and individuals in receipt of social assistance, governs the Social Assistance Resource Service by setting policies and providing guidance to the staff. Seven part-time and two back-up staff are employed by the Service. Their day-to-day activities are supervised by a full-time coordinator.

A comprehensive training program was delivered to project staff by the following agencies: Canada Employment and Immigration Commission, Catholic Children's Aid Society, Central Information Service, Children's Aid Society, Strathcona Community Centre, Family Services, Hamilton Housing, Ministry of Community and Social Services, Regional Social Services and Victoria Park Homes.

Originally, the staff were located with the following agencies: Community Information Service, St. Matthew's House and Strathcona Community Centre. In March 1980, the SOARS staff operating out of Strathcona Community Centre were relocated at Community Information Service and Community Development Ministries at Wesley Centre.

The Service has established a reporting mechanism to keep the appropriate agencies informed of the types of problems and situations identified. SOARS has received encouraging support from these agencies.

Other activities included a fund raising rummage and bake sale held in December 1979, and a Summer Camp Director for 1980 which was compiled in cooperation with Community Information Service. SOARS advertised its service through the Hamilton radio and television stations, The Spectator and Brabant newspapers, and flyers. SOARS also promoted its services at a community workshop and at Focus-for-Change.

Systems Communication Council (SCC)

The Systems Communication Council based its activities on the original C.E.S. mandate

to ensure maximum efficiency in the use of government employment related programs for the target groups.

Since the inception of C.E.S./E.D.C. in Hamilton-Wentworth, there has been an increase in knowledge and understanding by the servicers of all levels about their own and other systems. There has also been an increased awareness by the servicers of the needs of the target group and by the target group of the servicers' problems. This Council gained the cooperation of the government employment related agencies and reviewed the functioning of these agencies with emphasis on the users' point of view.

Such reviews were conducted with Regional Social Services, Workmens' Compensation Board and the Canada Employment Centre.

Findings and Recommendations Submitted to:

I REGIONAL SOCIAL SERVICES

Training: Perhaps the most often repeated complaint against the administration of welfare services dealt with a lack of consistency. Interpretation of legislation and policy appear to vary from worker to worker, which leaves both the system and workers open to criticism from individuals and especially advocacy groups.

An impression is also created that both workers and supervisors lack a clearly defined set of objectives, which at times makes communicating with the public confusing, and in the case of clients, frustrating.

Recommendation:

1. That senior management set out the objectives for each department and unit and that the supervisors make each worker fully aware of what is expected of him or her.
2. That a modular system of training be developed on a continuing basis which should include and involve supervisory staff and which would cover such areas as:
 - the administration and interpretation of legislation

Systems Communication Council (SCC) continued

and policy

- the system's organization and the relationships within
- the levels of authority and delegation of responsibility
- the nature of a professional client-worker relationship
- communication skills, oral, written and by telephone
- professional career development with the focus on the individual's potential to move up in the system.

3. That an appraisal system be established for all employees which would facilitate monitoring and auditing of the work and allow corrective measures to be taken, leading to more uniformity within the system and fewer complaints about confusion.

Client Relations: One area in which the public comes face to face with the system is the Welfare Office. It is also a place where communications problems arise. This is generally not caused by an unhelpful attitude on the part of the reception staff, but rather by their desire to be overly accommodating. In many cases, instead of solving minor problems or answering questions on the spot, clients are referred to workers who happen to be in the office and invited to wait until these workers are available to see them. This results in a crowded waiting room.

Recommendation:

1. that at least one of the reception desk staff is a qualified social worker who, in addition to a thorough knowledge and understanding of the system, has the resources, tact and ability to handle routine problems independently without having to refer clients to others.
 2. that telephone operators be thoroughly briefed on how to respond to telephone inquiries and be discouraged to make snap decisions on their own.
 3. that workers during their day in the office be allowed to concentrate more fully on their administrative work and that their assistance only be sought to deal with emergencies.
- This would lead to fewer mistakes and better quality work.

Physical Space: The present reception space arrangement appears to prevent adequate control of access to the work area by the reception desk staff. Compounding this problem is the location of

Systems Communication Council (SCC) continued

the interview rooms and the washrooms. Visitors (clients) are provided with a view of and access to the work area and tend to make assumptions concerning their right to interrupt workers, with whom they are familiar, often with minor but time-consuming problems.

The present number of interview rooms is seen as inadequate to meet the demand created by the work load.

A further observation is that under the existing arrangement at the reception desk, visitors or clients lack privacy which, especially during the initial contact can be frightening and inhibiting.

Recommendation:

1. The council realizes the difficulties of making improvements within the limited space available. It is nevertheless recommended that the present lay-out be reviewed. An even more strategic use of partitions in trouble areas may help overcome some of the problems.

II WORKMEN'S COMPENSATION BOARD (W.C.B.)

Centralization: One of the most often repeated complaints about the W.C.B. is that local offices are frequently not in a position to answer questions by complainants, because the files are kept in Toronto. Even checks with the head office do not always provide local staff with adequate information to pass on, because files travel from desk to desk.

An additional irritant is that not all local staff members are either aware of or appreciate the merits of promptly returning calls for information. A vague promise ("I'll call you back") without specifying a time or even a day, never satisfies a person seeking information. It becomes even more upsetting when the promise is not kept. Even in cases where no definite answers can be given, the mere fact that a staff member returns a call and puts the claimant in the picture as far as possible, will often allay fears that nobody is really interested.

The S.C.C. is aware that a study is now being made of the advantages and disadvantages of decentralization, whereby local

Systems Communication Council (SCC) continued

WCB offices would assume many of the functions now carried out by head office, and that a pilot project is being, or will be, undertaken.

In the meantime, however, it recommended that the problem of the "travelling files", a constant source of irritation, be reviewed. It was drawn to the Council's attention that occasionally some of the files are even allowed to "travel" outside the head office for study by physicians.

Ready access at all times to the information in these files by local staff, which then is in a position to answer questions about the status of a claim, would alleviate many complaints by individuals who might otherwise be tempted to seek assistance from third parties--advocates, elected representatives, unions, etc.

At the local level, it is recommended that a rule (which apparently exists but is not always enforced) to return calls within 48 hours and at a specified time, be drawn to the attention and explained to staff members.

Third Party Involvement: Under our democratic system of government, it is recognized that wherever a person appears to be in need of assistance, some enterprising person or group will emerge to fulfill that need.

In the case of the WCB., however, there seems to be a plethora of agencies, politicians, advocates, unions and individuals involved in intercession for dissatisfied claimants.

Often more than one persons or group will attempt to act on behalf of a certain claimant and seek information about the status of a claim.

In some instances these groups or individuals have developed a remarkable expertise and even an ongoing liaison with staff members at head office. In effect, they have now almost become part of the system.

While in complicated cases a claimant may have to rely on the expertise of these groups, there is some doubt whether their intervention in a large number of claims would be necessary if clearout information about what to expect could be given to claimants from the start.

Systems Communication Council (SCC) continued

As it is, each one of these individuals or groups puts additional pressure on W.C.B. staff, often creating confusion and contradictions. This, again adds to the image that the W.C.B. is constantly involved in "fighting off" legitimate claims and is less than interested in the person.

The S.C.C. realizes that already more emphasis is being put on public relations by the W.C.B. It is also aware of the large volume of brochures and forms which contain information. However, for the individual these are not adequate substitutes for first-hand information pertaining to his or her own case, and what is to be expected.

Employers: It is noted that there are three main problems that employers encounter. First of all, when an employer completes a Form 7 where he questions the history of accident, an investigation should take place as soon as possible and before the adjudicator rules on the claim.

Secondly, employers would like to be kept informed in regards to the status of the claim. Thirdly, when the employer is informed greater clarification of the Compensation Act should take place.

Physicians: One of the real bottlenecks in processing claims is undoubtedly caused by the medical profession. Delays by doctors in filing information, inadequate information or vague answers to specific questions on forms result in cheques being withheld from claimants or late payments.

It is regrettable that the W.C.B. gets blamed for these delays caused by doctors who dislike paper work.

There is some indication that even the Ontario Medical Association appears disturbed by the tardiness of a large number of doctors when it comes to processing W.C.B. forms. The S.C.C. doesn't pretend to have a solution for this problem. However, it might prove beneficial for W.C.B. management to call on the O.M.A. for assistance. Since this concerns the welfare of patients, it is conceivable that the O.M.A. would be prepared to undertake an educational program to underline the crucial role physicians must fill.

Systems Communication Council (SCC) continued

W.C.B. for its part, might consider what administrative support it might be able to give the doctors to facilitate their work or how to simplify the administrative process.

For the benefit of the claimants, consideration may also be given to emphasizing that physicians are impartial and in no way beholden to the W.C.B. This to alleviate the impression that doctors are somehow obligated to make things difficult for claimants.

Summary: The S.C.C. recognizes the complexity of the problems that emanate from the functions of the W.C.B. and the precarious tightrope it walks in trying to be fair to the claimants as well as the employers. But this makes it all the more important that misunderstanding be avoided wherever possible. One way to accomplish this and also to "humanize" the system is to instill in all staff members the importance of open lines of communication and going out of their way if necessary to answer questions of both claimants and employers. In turn, the "system" should be geared to making information more readily available.

III UNEMPLOYMENT INSURANCE COMMISSION

1. A substantial number of clients applying for benefits speak neither French or English. While it is realized that multi-lingual staff members try to accommodate these clients, confusion often results.

-The S.C.C. recommends that a liaison be established with the Multicultural Centre to explore the feasibility of installing a "speaker phone" in a designated place. This will enable clients to get information translated while they are in the office and alleviate repeat inquiries later.

2. Information passed on to clients by inquiry clerks, both in person and over the telephone, often appears to be inadequate. As a result, clients with problems tend to repeat their inquiries later (often with the assistance of an advocate) which frequently causes delays in service.

-The S.C.C. recommends that an "Agent One", who is familiar with the technical side of claims, be assigned to the in-person inquiry

Systems Communication Council (SCC) continued

section. This person could be rotated monthly. The presence of a knowledgeable agent would avoid clients having to repeat their explanations and questions to different people. Working with an agent would also provide the inquiry clerks with additional initial and on-going training.

3. Clients often do not know with whom they deal on the telephone or in person.

-The S.C.C. recommends that staff members give their name if a follow-up inquiry appears likely. In that case, the client will know who he or she dealt with previously.

4. Clients who are accompanied by interpreters when they complete applications for benefit have to call on the interpreters' services again later for assistance in the Rights and Obligations talks. This has not always proved to be easy.

-The S.C.C. recommends that thought be given to increasing the space allocated for Rights and Obligations. Then clients, accompanied by interpreters, can attend the Rights and Obligations on the same day they complete the application. This would result in reduced traffic in the office and fewer inquiries.

5. The effectiveness of the Rights and Obligations talks appears open to question. It was suggested that the information supplied is often not fully comprehended by the clients.

-The S.C.C. recommends that the present Rights and Obligations talks be reviewed with an eye on providing more detailed information. Clients could be advised to bring an interpreter if necessary when applying for benefits and told to report. Pamphlets could be provided on how to complete report cards to those who want them at the end of each Rights and Obligations session. It should also be explained to clients that Unemployment Insurance is an insurance plan and that they must meet certain qualifications. Contributions alone do not entitle people to benefits. An effort should also be made to explain the difference between the two-week waiting period and the length of time it takes for the first cheque to be issued (four to six weeks).

6. Problems often develop when clients cannot obtain records of employment within the time allocated--five working days from the last day worked.

-The S.C.C. recommends that a tougher attitude be displayed

Systems Communication Council (SCC) continued

toward employers who fail to cooperate or abide by the rules. Prosecution and publicizing prosecutions might be considered in cases where employers fail to comply. Attention might also be given to more intense education programs through the establishment of workshops.

7. The treatment of clients by the Investigation and Control Unit has drawn criticism. Complaints involved a lack of respect being shown to clients in interviews; a lack of privacy during interviews (the conversation can be heard by others in the waiting area); the fact that interpreters are not always being used.

-The S.C.C. recommends staff training, emphasizing the importance of personal relations with clients and putting a human face on the system. Although there may be space problems, an effort should be made to grant clients privacy during interviews by separating the interview area from the waiting area. The use of interpreters, when they are available, should be encouraged.

8. There appears to be a lack of communication between the Unemployment Insurance Commission and the General Welfare Assistance staff. As a result neither knows or really appreciates the problems confronting the other which occasionally has caused friction in the past.

-The S.C.C. recommends that the Managers extend their own liaison between their services to the worker level to increase knowledge by the staff of both systems.

Response by Regional Social Services
to Systems Communication Council Recommendations

'I was very glad to have had the opportunity of meeting with members of your committee. I find your comments helpful and well-formulated. Some action is now under-way which will meet some of the problems, but as you realize it will take time to accomplish everything.

1. A small task force of front line staff has been set up to review the Policy Manual and prepare a report on "What should be done". This is only part of an ongoing solution which we will be working on as time goes by.
2. The staff goal-setting appraisal programme is now in place. It is hoped this will bring good results.
3. A recommendation for Staff Re-deployment will be going to Regional Council in May which, hopefully, will result in an SSWI working on the Reception Desk.
4. We can do little if anything about physical space, but additional interviewing space has been made available.'

Signed Wm. McMillin Carson
 Commissioner of Social Service

Dated 04 April, 1979

Response by Regional Social Services
to Systems Communication Council Recommendations

'Thank you for your letter of May 22nd. I am now happy to report that we have taken the two steps which I hope will go some of the way to meeting the suggestions that were made by your group, namely, the development of the records team and the placing of a qualified worker on the front desk. The matter of employee evaluations has been instituted for some time, although it is still early to ascertain how successful that has been.

I am still struggling with the problem of training workers so that we have comparability throughout the office, however, the fact that we are now operating five teams instead of six at least reduces the problem by one-sixth. I hope that in the near future this matter can receive further attention. I will keep you advised.

Thank you for the involvement of your group and I would like to hear from them from time to time on any improvements which they may feel we might implement. Always remember of course that money is still a problem.'

Signed Wm. McMillin Carson
 Commission of Social Service

Dated June 19, 1979

Response by Employment and Immigration Canada
to Systems Communication Council Recommendations

'In reference to the above mentioned and our meeting of the 31 March, 1980, I have conducted a review of your committee's recommendations and have decided to initiate action in a number of areas. They are as follows:

Recommendations

1. It would appear that a speaker phone is not feasible at this time. I am also advised that the Multiculture Centre will no longer be in a position to provide interpreters free of charge. I have requested my Enquiry Supervisor to ensure staff encourage clients who cannot speak one of the official languages, have a friend or relative accompany them when visiting the office. We will also review the availability of pamphlets that can be made available to clients who cannot speak either of the official languages.
2. As I indicated at our meeting, the Supervisor of the Enquiry Operation is a former Agent 1 and is available to staff if they are faced with a complicated or involved enquiry. However, in our type of business, there are a number of enquiries that cannot be answered without a claim file. In these cases, the client must be referred to an Agent in an operational section.
3. Staff have been reminded on numerous occasions, to ensure they identify themselves when answering telephone calls. Since this still appears to be a problem, I will issue a further reminder, emphasizing the importance of this issue.
4. We have reviewed our method of conducting Rights and Obligations' sessions, particularly for clients who do not speak French or English. We are now considering providing Rights & Obligations at the time the individual files their claim for people who fall into this category.
5. The Commission, in the near future, plans to revamp its Rights and Obligations' sessions. The new program will provide clients with an audio-visual presentation and will review job search techniques as well as provide clients with information on Rights and Obligations.

6. We have established detailed and specific procedures for our Agents in the manner in which they are to obtain records of employment. We have also conducted many employer seminars, where this issue has been highlighted. A recent review indicated that a very small number of employers fail to carry out their responsibility in this area.
 7. As you are aware, the Investigation and Control Program must be administered in a very sensitive manner. We have attempted to ensure our investigators respect the rights of claimants on an on going basis. I have made this a point of discussion at many of the meetings I have held with my investigators, over the past year. The space problem should be resolved within the next six months, since this operation will move to our main office at Rebecca Street. It is hoped at that time, more privacy will be provided for interviews of this type.
 8. In reference to the lack of communication between Welfare and Unemployment Insurance staff, I will be discussing this issue with Management of Social Services, within the near future, to establish some form of cross training program.
- I wish to thank you and your committee for the manner in which these recommendations have been presented and if you wish to discuss any of the aforementioned, please do not hesitate to contact me.'

Signed A. R. Busseri, C.E.C. Manager

Dated 22 April, 1980

Response by The Workmen's Compensation Board
to Systems Communication Council Recommendations

'As requested during our meeting of November 8th, 1979, I am providing a written response to the issues raised in your October 25th, 1979 brief. Although I commented verbally regarding each of these points, I have taken the opportunity to review your submission in greater depth and have therefore elaborated further in providing a response. For ease of reference, I will follow the same format of your brief, utilizing identical headings.

A Study of Problem Areas

The Workmen's Compensation Board is always appreciative of receiving such feedback as presented in your brief. We are very much aware that some of the public feel that we are too impersonal and view the Workmen's Compensation System as an adversary one. As indicated later in this letter, we have done much during the last five years to open channels of communication to the public through training staff as Counsellors, establishing additional Area Offices and implementing Visiting Counselling Services to communities beyond the immediate areas covered by our offices. While we do still recognize the need for further improvement, I wish to assure you that we are striving toward this and have come a long way in improving our direct relations with our clients.

You have also made the point that some employers feel that Claims Adjudicators have a "loose approach" in that they are "unfamiliar with procedures and industrial equipment and pre-occupied with forms". The truth of the matter is that we have been working on a program of familiarizing Adjudicators more with industry by arranging plant tours. Our Counselling staff within each of the areas have become familiar with such industrial jargon peculiar to certain areas through visits to the plants and discussions with plant personnel. They are therefore in an excellent position to provide factual information to the Claims Adjudication Branch to aid in decision making. Both our Claims Adjudication Branch and Claims Counselling staff obtain much information by telephone and

personal contact in addition to utilizing forms. The question which must be asked when such decisions are to be made is, "what is the most expedient form of enquiry in this instance?"

Centralization

I certainly agree with you that all callers should be kept up-to-date and for the most part this is done. Circumstances (such as enquirers not being available for return calls) can prevent this being done in some cases, however you are correct in suggesting that such standards must be reviewed regularly with all staff members.

As explained to you at our meeting, the Board did commission a private consulting firm to investigate the feasibility of decentralized Claims Adjudication. The Board has completed its review of the report and will be instituting pilot projects in the Sudbury and London Area Offices.

You have also raised the issue of "travelling files". This concern of file availability is a complex one which is continuing to be addressed in many directions. Improvements such as providing more detailed information on visual display terminals continue to take place. These terminals are connected to the Head Office computer and provide instant readings regarding payment status. With improvements expected in this area, far more information will be readily available to local staff without a need to reference a hard copy claim file.

There are other studies underway regarding file availability and the Board will continue to work toward the resolution of this problem.

In the meantime, I can assure you that we are doing everything possible to improve the communications process. The Area Office staff have access to a telephone line to Toronto and discuss many cases directly with the Claims Adjudicators. In addition, an overnight courier service connects each of our Area and Information Service Offices with Head Office.

Third Party Involvement

You were quite correct in stating that often more than one person or group will attempt to act on behalf of an injured employee. While these parties do not play a part in the adjudication of any claim,

they however do become more knowledgeable than the general public due to their many contacts with Workmen's Compensation Board personnel. Many injured employees choose to solicit their guidance and this is their right, however the Board does work within each community to educate the public regarding its operations, procedures, policies and mechanics of the system. Many seminars, public speaking engagements and meetings are carried out each year. In fact, over 1,000 such sessions were handled by staff of the Claims Services Division during 1978. The public is becoming much more atuned to "Workmen's Compensation", however your are quite correct - there is still room for improvement.

In addition to the above, I should point out that our Claims and Rehabilitation counselling services over the past five years, have expanded significantly throughout the province. There are now twelve outlying offices (as opposed to 6) and also Claims staff make regular visits to 14 other towns and cities beyond the immediate vicinity of the Area Offices.

Finally, on the topic of "representatives", I should comment that one of our "file availability" concerns arises where an individual requests more than one person to act as his/her appoint representative. You undoubtedly understand the problems which can ensue.

Employer

Concern #1 - Investigation of complex claims are now authorized at a much earlier stage than what they were in the past. Furthermore, there are far more investigations carried out each year as it is recognized that this is the most expedient method in which to obtain needed information in many cases. The Claims Adjudicator, must decide upon the need for investigation as often other methods of enquiries such as telephone calls or contact by the Area Office on a local basis might be more expedient.

Concern #2 - Where an employer requests to be advised regarding the status of a claim, efforts are made to keep them so informed. Where there has been no indication of a request for such status report however, they are informed through either a cost statement in the case of an allowance or a copy of a letter in the case of denial of a claim.

Concern #3 - We continue to review our written communications and do provide more detail explanations than in the past. In fact, detail summaries of information can be obtained for assistance in making appeals. This, coupled with the information seminars carried out have made the whole matter of Workmen's Compensation far more understandable.

Physicians

We do at times experience delays in obtaining reports from some physicians and where this occurs, the matter is addressed on an individual basis. We have been working to reduce the number of requests for reports from physicians in a number of means. Mr. Wm. R. Kerr, Executive Director of the Claims Services Division wrote every physician in the province outlining the need to provide a specific statement regarding the projected length of disability. This will enable the Claims Adjudicators to process payment more quickly and at the same time reduce requests for progress reports. Advice to physicians in general in the form of letters, periodicals and seminars, along with individual contact continue to be carried out to improve the whole aspect of our communication. Similarly, training and up-grading of staff remains priority at the Workmen's Compensation Board.

Summary

I again wish to thank you for your brief. We are always pleased to receive such feedback, particularly when it is presented in the positive fashion what you have. We are working to "humanize" Workmen's Compensation and feel confident that we are making information far more readily available. Certainly if you have any additional questions, I will be pleased to discuss them with you.'

Signed R. G. Camani, Administrator
 Area Office & Claims Services
 Hamilton Area Office

Dated December 27th, 1979

Youth Task Force

The Youth Task Force, as originally designed, has been inactive since April 1979. A few members of this Task Force held an information sharing meeting in March, 1980 with approximately 25 youth related agency representatives as well as business, labour and government. The intent of the meeting was to explore the feasibility of a constructive relationship with the Hamilton-Wentworth Industry-Education Council. An information package including youth related programs and services offered in Hamilton-Wentworth has been compiled and will be distributed to appropriate agencies for their use. Agency representatives in attendance expressed an interest in meeting on an ongoing basis in order to share information and discuss mutual concerns.

Continuing Support for C.E.S./E.D.C. Activities

1. Family Benefits Assistance Project

- a) To obtain funding for the used children's clothing store. Interviews have been done with the operators of 7 used clothing shops including 5 shops which specialize in children's clothing. A non-profit enterprise named 'Many Happy Returns Used and Usable Goods' has been incorporated.
- b) To obtain funding for a feasibility study on the shoe manufacturing proposal.

The C.E.S./E.D.C. Management Committee resolved that

- a) funds would have been made available to the used children's clothing shop operation if the following conditions had been met.
 - i) Board of Directors and signing officers be in place by June 30, 1980
 - ii) The Charter be drawn up and submitted to the appropriate Ministry by June 30, 1980.
 - iii) The Board of Directors to secure enough money by October 1, 1980 for the project to start-up. If the Charter not established by October 1, 1980, the residue C.E.S./E.D.C. monies to be distributed to other C.E.S/E.D.C. projects.
- b) a letter of encouragement from the E.D.C. Management Committee for use in the application of LEAP funding for a feasibility study on the shoe manufacturing business be made available to the F.B.A. Project Committee. This letter to be placed with the detailed shoe manufacturing proposal that is to be kept on file at the C.E.I.C. Regional Office in case LEAP monies become available.

Continuing Support for C.E.S./E.D.C. Activities continued

2. Kirkendall Development Corporation

Kirkendall Development Corporation has discontinued its activities with Crepe Escape.

The C.E.S./E.D.C. Management Committee resolved that no future support is required from the Management Committee.

3. Social Assistance Resource Service (SOARS)

In addition to the service offered by SOARS, the project has established self-help groups within the Hamilton-Wentworth Region.

The C.E.S./E.D.C. Management Committee agreed to endorse the Social Assistance Resource Service (SOARS).

- i) The C.E.S./E.D.C. Management Committee committed the \$2,000 operational funds requested in order to maintain the Social Assistance Resource Service until December, 1980.

All remaining C.E.S./E.D.C. Project funds will be allocated to the Social Assistance Resource Service.

- ii) Representatives from the local government agencies to give continuing support to Social Assistance Resource Service by providing
 - a) expertise;
 - b) ongoing training;
 - c) liaison, and
 - d) service on the Board of Directors.

4. Systems Communication Council

The members of the Systems Communication Council felt very strongly that support from the local program managers was mandatory in order for the Systems Communication Council to be effective.

The Systems Communication Council resolved not to pursue its activities.

The C.E.S./E.D.C. Management Committee agreed that without the Hamilton-Wentworth Employment Development Council support the Systems Communication Council would not have the clout to carry on its activities and would experience difficulties in reviewing interagency communications.

5. Youth Task Force

The agency representatives will be meeting with the Hamilton-Wentworth Industry-Education Council in order to establish a mechanism whereby information and mutual concerns of the youth related agencies, i.e. business, labour, government and community agencies, may be shared for the benefit of the unemployed youth in Hamilton-Wentworth.

Continuing support was not requested.

Continuing Support for C.E.S./E.D.C. Activities continued

6. Focus for Change and
Hamilton-Wentworth Third Sector Employment Enterprises

These two projects are still ongoing and their activities have remained constant. They operate independently and do not require support from the C.E.S./E.D.C. Management Committee.

Impact of C.E.S./E.D.C. in Hamilton-Wentworth

It is estimated that over 500 people have been directly influenced by the Hamilton-Wentworth Community Employment Strategy/Employment Development Council activities since September 1976. Some of these have had only limited involvement. However, many volunteers devoted their time and skills with great generosity. Others have been single parents or youths benefitting in terms of work experience, committee work or training programs. Some of these have gone on to full or part-time employment; others have been able to supplement their welfare assistance.

Summary of Individuals Involved in C.E.S./E.D.C. Activities Since October 1976

a) Work Experience or Training

Staff	3
FBA Research Project	10
FBA Committee--Permanent Part-Time Task Force	4
FBA Committee--Social Assistance Consumer Group	5
Social Assistance Resource Service (SOARS)	
--Employed	8
--On Call	2
H.W. Third Sector Employment Enterprises	69
Youth Research Project	11
Kirkendall Development Corporation (KDC)	
--Full Time	1
--Permanent Part-Time	3
--Casual	31
Focus-for-Change	
--Successful	57
--Unsuccessful	25
Youth Task Force--ICE	4

b) Committee Involvement*

C.E.S./E.D.C. Management Committee	14
Community Meetings	150
C.E.S./E.D.C. Sub-Committees	101
Board of Directors--K.D.C.; SOARS; Third Sector	25

*These individuals are not included in figures above

The foregoing figures calculated as at March 31, 1980.

For further information on any of the above activities, please refer to the interim and final evaluation reports of Community Employment Strategy in Hamilton-Wentworth, Ontario.

Dennis A. Lugoway
Chartered Accountant

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Hamilton, Canada
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AUDITOR'S REPORT

To the Council:

I have examined the statement of receipts and expenditures of the Hamilton-Wentworth Employment Development Council for the twenty-eight month period ended June 30, 1981. My examination was made in accordance with generally accepted auditing standards, and accordingly included such tests and other procedures as I considered necessary in the circumstances.

In my opinion this financial statement presents fairly the results of the Hamilton-Wentworth Employment Development Council's operations for the twenty-eight month period ended June 30, 1981 in accordance with generally accepted accounting principles.

Dennis A. Lugoway

CHARTERED ACCOUNTANT

Hamilton, Ontario
July 28, 1981

HAMILTON-WENTWORTH EMPLOYMENT DEVELOPMENT COUNCIL

Statement of Receipts and Expenditures

March 1, 1979 to June 30, 1981

Receipts:

Canada Manpower			\$ 54,328
Savings account interest			4,559
Other-miscellaneous			327
Received for S.O.A.R.S.:			
Ministry of Labour	\$ 6,000		
Secretary of State	1,000		
Zonta Club	<u>500</u>		<u>7,500</u>
Total receipts			66,714

Expenditures:

Salaries:

Community Activities			
Co-ordinator	\$ 19,500		
Clerical worker	<u>9,500</u>	29,000	

Employee benefits:

Unemployment insurance	510		
Canada pension plan	479		
Workmens compensation	64		
Vacation pay	<u>315</u>	1,368	

Operating expenses:

Office rental	1,560		
Office expenses	1,145		
Activities integral	2,932		
Travel	745		
Telephone	659		
Committee	628		
Promotion	152		
Bank charges	<u>12</u>	7,833	

Strategy activities:

S.O.A.R.S.	19,000		
Kirdendall Development Corp.	<u>4,500</u>	<u>23,500</u>	<u>61,701</u>

Excess of receipts over expenditures \$ 5,013

The excess of receipts over expenditures is represented by:

Cash held in savings account June 30, 1981	\$ 3,504
Cash held in chequing account June 30, 1981	<u>1,509</u>
Balance of cash on hand June 30, 1981	5,013
Less payable re audit fees	<u>490</u>
Balance available for distribution to S.O.A.R.S.	\$ <u>4,523</u>

